



MINISTRY OF SCIENCE AND HIGHER EDUCATION OF THE RUSSIAN FEDERATION
Federal State Autonomous Educational Institution of Higher Education
"Far Eastern Federal University"
(FEFU)
INSTITUTE (SCHOOL) OF LIFE SCIENCES AND BIOMEDICINE (SCHOOL)

AGREED
Head of OP

(signature)

December 21, 2021



Yu.S. Khotimchenko
(FULL NAME)

APPROVE

Director of the Department of Pharmacy and Pharmacology

(signature) (I.O. Surname)

December 21, 2021

E.V. Khozhaenko

WORKING PROGRAM OF THE DISCIPLINE

Healthcare Management and Marketing

Area of study 32.04.01 Public health

Master's program "Leadership and governance in public health (program in English for foreign citizens)"

Form of training: full-time

course 1 semester 1

lectures 18 hours

practical exercises 36 hours

laboratory work - not provided

including using MAO lek. 4 hours/practice 10 o'clock

total classroom hours 54 hours..

including using MAO 14 hours

independent work 54 hours.

credit 1 semester

The work program was compiled in accordance with the requirements of the Federal State Educational Standard in the field of study 32.04.01 Public Health, approved by order of the Ministry of Education and Science of Russia dated 31.05.2017 No. 485.

The work program was discussed at the meeting Department of Pharmacy and Pharmacology, Protocol No. 4 dated December 21, 2021

Director of the Department Ph.D., E.V. Khozhaenko

Compiled by: candidate of medical sciences, associate professor Rasskazova V.N.

Reverse side of the title page of the RPD

1. The work program was revised at a meeting of the Department / department / department (implementing the discipline) and approved at a meeting of the Department / department / department (issuing structural unit), protocol dated “ ____ ” _____ 2021 No. _____
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1. Goals and objectives of mastering the discipline

The purpose of the discipline: to give masters the knowledge of the theoretical and practical foundations of modern effective management, the concept of management as a science and art, without which it is impossible to create an effective market and the rule of law, as well as to prepare a specialist with modern economic thinking, who knows the methods of marketing in healthcare.

Discipline tasks:

- to study the basic concepts and approaches to the management and self-government of organizations developed by science and practice, both abroad and in our country;
- assimilation of the basic knowledge of marketing activities and the development of new economic thinking;
- to form managers' managerial outlook, thinking, skills and abilities to make and implement managerial decisions;
- formation of behavior skills in a market economy and competition;
- to study the modern system of views on management;
- study the social aspects of management, such as: leadership, style, motivation, people in the management system, etc.
- mastering the skills of making economic decisions in the specific conditions of the work of medical institutions in order to improve the quality of medical care and the economic effect of treatment and preventive measures.

Universal competencies of graduates and indicators of their achievement:

Task type	Code and name of professional competence (result of development)	Code and name of the indicator of achievement of competence
	UK-3 Able to organize and manage the work of the team, developing a team strategy to achieve the goal	UK-3.1 Knows the main provisions and norms of the leading branches of law to protect the professional activities of medical workers
		UK-3.2 Able to solve practical problems in the formation of a culture of professional communication between a doctor and patients, colleagues and the management of a medical organization
		UK-3.3 Has the skills to prepare proposals on certain issues of improving moral standards in the activities of medical organizations
	UK-4 Able to use modern communication technologies, including in a foreign language(s),	UK-4.4 Participates personally in the organization of free scientific and professional communication and in a foreign language environment

Task type	Code and name of professional competence (result of development)	Code and name of the indicator of achievement of competence
	for academic and professional interaction	UK-4.5 Uses knowledge of a foreign language for scientific and professional communication for academic and professional interaction
		UK-4.6 Owns methods of organizing public events to get acquainted with information on health problems in foreign literature with colleagues in a foreign language environment

Code and name of the indicator of achievement of competence	Name of the assessment indicator (the result of training in the discipline)
UK-3.1 Knows the main provisions and norms of the leading branches of law to protect the professional activities of medical workers	Knows the main provisions and norms of the leading branches of law to protect the professional activities of medical workers
UK-3.2 Able to solve practical problems in the formation of a culture of professional communication between a doctor and patients, colleagues and the management of a medical organization	Knows the concepts of leadership, teamwork, responsibility, modern aspects of medical law, the main provisions and norms of the leading branches of law (civil, family, labor, administrative law), as guarantors of ensuring the rights and legitimate interests of citizens of the Russian Federation in the field of healthcare Can work in a team, able to act within the framework of agreed goals and objectives; able to take personal responsibility and leadership in the planning and implementation of professional activities - adequately apply the necessary rules of law in their professional activities and in the work of healthcare institutions, - to solve practical problems in the formation of a culture of professional communication between a doctor and patients, colleagues and management Has the skill of the concept of leadership, teamwork, responsibility, modern aspects of medical law, the main provisions and norms of the leading branches of law (civil, family, labor, administrative law), as guarantors of ensuring the rights and legitimate interests of citizens of the Russian Federation in the field of healthcare
UK-3.3 Has the skills to prepare proposals on certain issues of improving moral standards in the activities of medical organizations	Knows the moral standards in the activities of medical organizations Able to make proposals on certain issues of improving moral standards in the activities of medical organizations Has the skills to prepare proposals on certain issues of improving moral standards in the activities of medical organizations
UK-4.4 Participates personally in the organization of free scientific and professional communication	Knows a foreign language Able to communicate in foreign language environment Possesses the skill of communication in the scientific and

and in a foreign language environment	professional sphere in a foreign language
UK-4.5 Uses knowledge of a foreign language for scientific and professional communication for academic and professional interaction	Knows the principles of scientific and professional communication in a foreign language environment, one of the foreign languages Knows how to use a foreign language in professional activities, evaluate foreign-language publications Owns information on health issues in foreign literature, skills of free scientific and professional communication in a foreign language environment
UK-4.6 Owns methods of organizing public events to get acquainted with information on health problems in foreign literature with colleagues in a foreign language environment	Knows the main health problems Able to organize public events on health issues with colleagues in a foreign language environment Owns methods of organizing public events to get acquainted with information on health problems in foreign literature with colleagues in a foreign language environment

General professional competencies of graduates and indicators of their achievement:

Task type	Code and name of professional competence (result of development)	Code and name of the indicator of achievement of competence
	OPK-3 Ability to implement management principles in professional activities	GPC-3.1 Knows the basic concepts of research processes in medicine for the implementation of management principles in professional activities
		GPC-3.2 Knows how to substantiate the criteria for assessing the implementation of management principles in professional activities
		GPC-3.3 Owns the methods of collecting, processing, analyzing information and presenting them to assess the quality of medical care in the implementation of management principles in professional activities
	OPK-5 Ability to organize public events to solve the problems of professional activity, including with international partners	GPC-5.1 Knows the principles of organizing public events with the ability to solve problems in IT technologies with international partners
		GPC-5.2 Able to take personal part in public events with the ability to solve problems in IT technologies with international partners
		GPC-5.3 Owns methods of organizing public events to solve the problems of professional activity, including with international partners

Code and name of the indicator of achievement of competence	Name of the assessment indicator (the result of training in the discipline)
GPC-3.1 Knows the basic concepts of research processes in medicine for the implementation of management principles in professional activities	Knows the basic concepts of research processes in medicine for the implementation of management principles in professional activities Ability to manage a healthcare organization Possesses management skills in his professional activities
GPC-3.2 Knows how to substantiate the criteria for assessing the implementation of management principles in professional activities	Knows the principles of preparation and application of scientific, research and production, design, organizational, managerial and regulatory documentation Able to prepare scientific, research and production, design, organizational, managerial and regulatory documentation for accounting and auditing Has the skills to prepare scientific, research and production, design, organizational, managerial and regulatory documentation for accounting and auditing
GPC-3.3 Owns the methods of collecting, processing, analyzing information and presenting them to assess the quality of medical care in the implementation of management principles in professional activities	Knows the methods of collecting, processing, analyzing information and presenting it to assess the quality of medical care Able to collect, process, analyze and present the information received in the field of his professional activity Owns methods of collecting, processing, analyzing information and presenting them to assess the quality of medical care in the implementation of management principles in professional activities
GPC-5.1 Knows the principles of organizing public events with the ability to solve problems in IT technologies with international partners	Knows the principles of organizing public events with the ability to solve problems in IT technologies with international partners Able to organize public events with the ability to solve problems in IT technologies with international partners Possesses the skill of organizing public events with the ability to solve problems in IT technologies with international partners
GPC-5.2 Able to take personal part in public events with the ability to solve problems in IT technologies with international partners	Able to take personal part in public events with the ability to solve problems in IT technologies with international partners Possesses the skill of speaking at public events with international partners
GPC-5.3 Owns methods of organizing public events to solve the problems of professional activity, including with international partners	Knows the methods of organizing public events to solve the problems of professional activity Ability to organize a public event Owns methods of organizing public events for solving problems of professional activity to solve problems of professional activity, including with international partners

For the formation of the above competencies within the discipline "Healthcare Management and Marketing" the following methods of active / interactive learning

are used: lectures - conferences, problem lectures, visualization lectures; practical exercises - debate, round table (preparation and discussion of abstracts).

2. The complexity of the discipline and types of training sessions in the discipline

The total labor intensity of the discipline is 3 credit units (108 academic hours). (1 credit unit corresponds to 36 academic hours)

Designation	Types of training sessions and work of the student
Lek	Lectures
Lek electr.	
Etc	Practical lessons
Right electr.	
SR:	Independent work of the student during the period of theoretical training
including control	Independent work of the student and contact work of the student with the teacher during the period of intermediate certification
	And other types of work

Discipline structure:

Full-time form of education

No.	Section name disciplines	Semester	The number of hours by type of training sessions and work of the student						Forms of intermediate certification
			Lek	lab	Etc	OK	SR	Control	
1	Section 1 Healthcare Marketing		9		18		27		
2	Section 2. Management in health care		9		18		27		
	Total:	1	18	-	36	-	54		offset

III. STRUCTURE AND CONTENT OF THE THEORETICAL PART OF THE COURSE

(18 hours, including using MAO - 4 hours)

Topic 1. Control theory. The evolution of management. Marketing in health care. Research objects and main elements of medical services marketing(2 hours)

The essence and content of the concept of management. Subject, method and tasks of management science. System approach to management. Levels and types of management. Principles, regularities and laws of management. Scientific

management. classical school. School of Human Relations. School of Behavioral Sciences. Quantitative and systematic approaches. Situational analysis and new approaches. Basic concepts of marketing: Need, demand, request, product or service, exchange, transaction, market, price, competition, advertising. Marketing management concept. Analysis of market opportunities. Selection of target markets.

Topic 2. General characteristics of management. Market segmentation and positioning of services in the medical services market(2 hours)

Development of theory and practice management. Internal and external environments of the organization. Ethics of management and social responsibility of the organization. Basic market segmentation procedures. Stages and methods of market segmentation of medical services. Market segmentation by types of consumers. The main criteria for market segmentation by service parameters. Market segmentation by service providers. Criteria for evaluation and selection of target segments of the services market.

Topic 3. Organizations as objects of management. The nature of organization in health care. Competitiveness of medical services (2 hours)

Definition of the concept of "organization". Organization as a management object. Classification of organizations. Types of economic organizations. Typology of organizations engaged in entrepreneurial activities in accordance with the legislation of the Russian Federation. Typology of organizations in healthcare of the Russian Federation. There are two types of demand: elastic and inelastic. The first is associated with an economical consumer. Demand from these patients - buyers of medical services largely depends on the price. The second type of demand is associated with a prestigious consumer, for whom the price is not important.

Topic 4. Setting goals and planning in a medical organization. Category of cost and pricing in health care. Medical service as a commodity. Market of medical services. Concepts of costs, prime cost and cost of medical services(2 hours)

Development and implementation of the strategy. Organization design. Motivation. When calculating the cost of medical services, the structure of costs included in the estimates of medical institutions is used. Thus, the estimate has found a new application in pricing, as it reflects the main [production costs](#) medical services.

Topic 5. General concept of control functions and their classification. Marketing communications. Elements of a complex of marketing communications. Peculiarities of communications in the medical services market (2 hours)

The essence and place of management functions in the management system. General control functions, specific functions. The relationship of management functions. Features of management activities in health care institutions. Regulation of functions in job descriptions. Legislative and legal acts.

Technology of communicative activity in the market of medical services. Stages of communicative activity. Means of dissemination of information. Features of advertising activities in the field of medical services.

Topic 6. Management functions, their specificity in health care. Marketing strategies in the field of medical services. Stages of strategy formation (2 hours)

Planning. Strategic planning. Organization. Coordination. Motivation. Regulation. Control.

Operational management. Technology management in the activities of the Moscow Region. Management of medical personnel. Healthcare Marketing Management. Quality management in medical institutions.

The concept and main components of a marketing strategy. Typology and types of marketing strategies. The main stages in the formation of a marketing strategy in the medical services industry. Marketing goals of enterprises. Structure and content of the marketing strategy. Criteria for choosing the best options for solving marketing problems.

Topic 7. Communications in the management system of a medical organization. Competition and pricing in the medical services market (2 hours)

Making managerial decisions. Group dynamics and leadership. Control. Competition and competitiveness.

The concept of price and basic functions. Price problems of the health care services market. Formation of prices for medical services. Price adaptation.

Topic 8. Power and influence (2 hours)

Leadership. Human resource management. Management efficiency.

Topic 9. Fundamentals of rational pharmaceutical management and marketing (2 hours)

The concept of rational pharmaceutical management and marketing. formulary system.

IV. STRUCTURE AND CONTENT OF THE PRACTICAL PART OF THE COURSE AND INDEPENDENT WORK

(36 hours, including using MAO - 10 hours)

Lesson 1. Methodological foundations of management. Historical

prerequisites for marketing activities in the context of the formation of market relations in healthcare (4 hours)

1. Management subsystems and the synergistic effect of management used in Russian enterprises, in medical organizations.
2. Macroenvironment.
3. immediate environment.
4. The history of the emergence of marketing, the prerequisites for the emergence of marketing in health care.
5. Basic concepts and terms of marketing. The concept of the public health market.
6. Analysis of market opportunities. Selection of target markets.
7. Basic market segmentation procedures. Stages and methods of market segmentation of medical services.

Lesson 2. Social factors and ethics of management. The market of medical services and market relations in health care. Marketing management. Marketing Management Concepts (4 hours)

1. Stages of interaction between a person and an organization on the example of a modern medical center.
2. Adaptation and professional orientation of an employee on the example of a modern enterprise.
3. Definition of the medical services market. The concept of competition.
4. The main features of the market, depending on the type of competition and approaches to the introduction of market orientation.
5. Marketing Strategies
6. Marketing management process. Basic Marketing Principles in healthcare.

Lesson 3. Integration processes in management. Services, their peculiarity as a commodity. Market analysis. Marketing Environments in Healthcare(4 hours)

1. Mission and goals of the modern organization.
2. Drucker's method of management by goals on the example of a modern medical center.
3. The concept of service, taking into account legislation and systems of international and domestic standardization.
4. Separation of services into types and categories of service offerings.
5. Service classification. Distinctive features of services and their marketing value. The concept of service as a product.
6. Definition of the concept of the organization's marketing environment.

7. The main factors of the marketing macro- and microenvironment.
8. Analysis of the behavior of consumers of medical services.

Lesson 4. Group dynamics and leadership in the management system. Marketing complex development (4 hours)

1. Influence and power. Sources of power. Leadership and management on the example of modern medical organizations, insurance companies.
2. Likert control systems. Blake-Mouton management grid on the example of modern medical organizations.
3. Choice of target market.
4. Sources of market information.
5. Development of a marketing mix

Lesson 5. Management efficiency factors. MO marketing activities (4 hours)

1. Harmonization of the interests of the employee and the organization. Small self-organizing teams.
2. Modernization of the personnel selection and admission system.
3. The main sections and provisions of the marketing plan of health facilities.
4. Goals and objectives of the marketing service of health facilities.
5. The sequence of actions of the health facility providing its service to the medical services market

Lesson 6. Conflict management in a medical organization (4 hours)

1. Classification of conflicts.
2. Causes of conflicts in medical organizations, in the "doctor-patient" system.

Lesson 7. State policy in the field of drug provision. Implementation of marketing in relation to medical and pharmaceutical services (4 hours)

1. Strategy for drug provision of the population of the Russian Federation for the period up to 2025.
2. Priorities of state policy in the field of drug provision of the population of the Russian Federation.
3. Medical marketing.
4. Entrepreneurship in healthcare.
5. Implementation of marketing in relation to medical and pharmaceutical services.

Lesson 8. Legislation on the circulation of medicines. Organization of drug provision for the privileged category of citizens (4 hours)

1. Modern economic conditions and the organization of the supply of medicines to medical institutions and the population.

2. Life-saving and essential medicines.

Lesson 9. Pharmaco-economic analysis. Formulary system and clinical pharmacology service (4 hours)

1. Types of pharmacoeconomic analysis and their significance.
2. ABC-VEN, XVZ, DDD analysis of drugs.
3. General principles for constructing a formulary system.
4. The role of the clinical pharmacology service as a guarantor of rational pharmacotherapy.

Schedule for the implementation of independent work on the discipline

No. p/p	Date/Due dates	Type of independent work	Approximate lead times	form of control
1	1-6th week	Preparation of abstracts	18 hours	Protection
2	7-12th week	Presentation preparation	18 hours	Protection
3	13th-18th week	Preparation for the test	18 hours	offset

Independent work of students consists of preparing for practical classes, working on recommended literature, writing reports on the topic of the seminar, preparing presentations, performing tests, essays.

The teacher offers each student individual and differentiated tasks. Some of them can be carried out in a group (for example, preparing a report and presentations on the same topic can be done by several students with a division of their duties - one prepares a scientific and theoretical part, and the second analyzes practice).

Test papers

1. Algorithm for the study of control systems.
2. The main approaches used in the construction of organizational structures in modern conditions.
3. Professional activity of the manager in modern conditions.
4. Analysis of the effective activity of the manager.
5. The role of a manager in an organization.
6. Improving the organization of work of managers and specialists at the enterprise.
7. Analysis of the main functions of management.

8. System analysis as a concretization of the system approach in solving management problems.
9. The problem of professionalization of managers.
10. Power as a mechanism of control.

List of types of independent work of the student

The study of lectures and preparation for a practical lesson, the preparation of a report on a selected aspect of the topic or the selection of practical material for participation in the discussion constitute the content of the student's independent work. Lecture notes, professional literature, educational and methodological support of the discipline can become the material for preparation. Forms of current control: survey, group discussion, control tasks, report presentation.

One of the necessary components for the successful development of the course is writing an essay.

Guidelines for writing and designing an abstract

An abstract is a creative activity of a master student, which reproduces in its structure research activities to solve theoretical and applied problems in a certain branch of scientific knowledge. Because of this, term paper is the most important component of the educational process in higher education.

The abstract, being a model of scientific research, is an independent work in which a master's student, graduate student, applicant solves a problem of a theoretical or practical nature, applying the scientific principles and methods of this branch of scientific knowledge. The result of this scientific search may have not only subjective, but also objective scientific novelty, and therefore can be presented for discussion by the scientific community in the form of a scientific report or message at a scientific and practical conference, as well as in the form of a scientific article.

The abstract is carried out under the guidance of a supervisor and involves the acquisition of skills in building business cooperation based on ethical standards for the implementation of scientific activities. Purposefulness, initiative, disinterested cognitive interest, responsibility for the results of one's actions, conscientiousness, competence are personality traits that characterize the subject of research activities that correspond to the ideals and norms of modern science.

An abstract is an independent educational and research activity of a master student, postgraduate student and applicant. The supervisor provides advisory assistance and evaluates the process and results of activities. He provides an approximate topic of abstract papers, clarifies the problem and the topic of research together with the undergraduate, helps to plan and organize research activities, appoints the time and the minimum number of consultations. The supervisor accepts the text of the abstract for verification at least ten days before the defense.

Traditionally, a certain structure of the abstract has developed, the main elements of which, in the order of their location, are the following:

1. Title page.
2. Task.
3. Table of contents.
4. List of symbols, symbols and terms (if necessary).
5. Introduction.
6. The main part.
7. Conclusion.
8. Bibliographic list.
9. Applications.

The title page indicates: educational institution, graduating department, author, supervisor, research topic, place and year of the abstract.

The title of the abstract should be as short as possible and fully correspond to its content.

The table of contents (content) reflects the names of the structural parts of the abstract and the pages on which they are located. It is advisable to place the table of contents at the beginning of work on one page.

The presence of a detailed introduction is a mandatory requirement for the abstract. Despite the small volume of this structural part, its writing causes considerable difficulties. However, it is a well-executed introduction that is the key to understanding the entire work and testifies to the professionalism of the author.

Thus, the introduction is a very important part of the abstract. The introduction should begin with a rationale for the relevance of the chosen topic. When applied to the abstract, the concept of "relevance" has one feature. From how the author of the abstract knows how to choose a topic and how correctly he understands and evaluates this topic from the point of view of modernity and social significance, characterizes his scientific maturity and professional readiness.

In addition, in the introduction it is necessary to isolate the methodological basis of the abstract, to name the authors whose works formed the theoretical basis of the study. A review of the literature on the topic should show the author's thorough acquaintance with specialized literature, his ability to systematize sources, critically examine them, highlight the essential, determine the main thing in the current state of study of the topic.

The introduction reflects the significance and relevance of the chosen topic, defines the object and subject, purpose and objectives, and the chronological framework of the study.

The introduction ends with a statement of general conclusions about the scientific and practical significance of the topic, the degree of its study and availability of sources, and the formulation of a hypothesis.

In the main part, the essence of the problem is stated, the topic is revealed, the author's position is determined, factual material is given as an argument and for illustrations of the put forward provisions. The author needs to show the ability to consistently present the material while simultaneously analyzing it. Preference is given to the main facts, rather than small details.

The abstract ends with the final part, which is called the "conclusion". Like any conclusion, this part of the abstract plays the role of a conclusion determined by the logic of the study, which is in the form of a synthesis of the scientific information accumulated in the main part. This synthesis is a consistent, logically coherent presentation of the results obtained and their relationship with the general goal and specific tasks set and formulated in the introduction. It is here that the so-called "inferential" knowledge is contained, which is new in relation to the original knowledge. The conclusion may include suggestions of a practical nature, thereby increasing the value of theoretical materials.

So, in the Conclusion of the abstract should be: a) the conclusions on the results of the study are presented; b) theoretical and practical significance, novelty of the abstract; c) the possibility of applying the results of the study is indicated.

After the conclusion, it is customary to place a bibliographic list of used literature. This list is one of the essential parts of the abstract and reflects the independent creative work of the author of the abstract.

The list of sources used is placed at the end of the work. It is issued either in alphabetical order (by the author's last name or the title of the book), or in the order in which references appear in the text of the written work. In all cases, the full title of the work, the names of the authors or the editor of the publication, if a team of authors participated in writing the book, data on the number of volumes, the name of the city and publishing house in which the work was published, the year of publication, the number of pages are indicated.

Subjects and the list of abstracts on management.

1. The evolution of scientific thought in the field of management.
2. Target management of a medical organization: advantages and disadvantages.
3. The informal structure of the organization and its impact on production processes
4. Causes of conflicts in organizations and the role of the manager in their resolution.

5. American and Japanese management: comparative characteristics.
6. The problem of assessing the effectiveness of the manager's work and approaches to its solution.
7. Factors Determining the Modern Context of Management
8. Negative and positive functions of conflicts
9. Informational approaches to conflict management. Game theory.
10. Industrial and labor conflicts. Features of conflict management.
11. innovation conflicts. Features of conflict management.
12. General characteristics of the negotiations. Negotiation as a way to resolve conflict.
13. The dynamics of negotiations. Negotiation strategy.
14. Negotiation tactics. Mediation in the negotiation process.

Marketing abstracts

1. Prerequisites for the emergence of marketing in health care.
2. Marketing, definition, content.
3. Types of marketing.
4. Medical marketing, healthcare marketing and their content.
5. The main prerequisites for the introduction of marketing in health care.
6. Marketing research. Basic elements of marketing: need, motive.
7. Basic elements of marketing: need, request.
8. Product (or service), definition, characteristic.
9. Medical service, definition, general properties, medical and social properties.
10. Medical service and its main features.
11. The market in the field of medical services and its main features.
12. Basic elements of marketing: exchange, transaction and their conditions.
13. Basic elements of marketing: demand, supply.
14. Basic conceptual approaches for conducting marketing activities.
15. Market: definition, characteristics, main elements of the health care market.
16. Competition, definition, characteristics.
17. Main differences between commercial and non-commercial marketing.
18. Types of marketing in healthcare.
19. Stages of marketing management in health care.
20. Market segmentation, main criteria.
21. Market segmentation by major patient groups.
22. Development of the marketing mix and its elements.

Recommendations for independent work of students

The purpose of the student's independent work is to work meaningfully and independently first with educational material, then with scientific information, lay the foundations for self-organization and self-education in order to instill the ability to continuously improve their professional qualifications in the future.

The process of organizing independent work of students includes the following stages:

- preparatory (defining goals, drawing up a program, preparing methodological support);
- the main one (implementation of the program, use of methods of information search, assimilation, processing, application, transfer of knowledge, fixing the results, self-organization of the work process);
- final (assessment of the significance and analysis of the results, their systematization, evaluation of the effectiveness of the program and methods of work, conclusions about the directions of labor optimization).

In the process of independent work, the student acquires the skills of self-organization, self-control, self-government, self-reflection and becomes an active independent subject of educational activity. Independent work of students should have an important impact on the formation of the personality of a future specialist; it is planned by the student independently. Each student independently determines the mode of his work and the measure of labor expended on mastering the educational content in each discipline. He performs extracurricular work according to a personal individual plan, depending on his preparation, time and other conditions.

Methodological recommendations for independent work of students

As the material is mastered on the subject of the discipline, it is envisaged to carry out independent work of students in collecting and processing literary material to expand the field of knowledge in the discipline being studied. To study and fully master the program material in the discipline, educational, reference and other literature recommended by this program, as well as specialized periodicals, are used.

In self-preparation, students take notes on the material, independently study questions on the topics covered, using educational literature from the proposed list, periodicals, scientific and methodological information, databases of information networks (Internet, etc.).

Independent work consists of such types of work as work with lecture notes; studying material from textbooks, reference books, videos and presentations, as well as other reliable sources of information; preparation for the test / exam. To

consolidate the material, it is enough, turning over the abstract or reading it, to mentally restore the material. If necessary, refer to the recommended educational and reference literature or to the teacher.

Requirements for the presentation and presentation of the results of independent work

There are no special requirements for the presentation and presentation of the results of this independent work.

Criteria for evaluating the performance of independent work

Evaluation of independent work is carried out according to the following criteria:

- the completeness and quality of the tasks performed;
- possession of methods and techniques of computer modeling in the issues under study, the use of software tools;
- the quality of the report design, the use of rules and standards for the design of text and electronic documents;
- use of data from domestic and foreign literature, Internet sources, regulatory information and best practices;
- absence of factual errors related to understanding the problem.

When evaluating students' knowledge, not only the amount of knowledge is taken into account, but, first of all, the quality of assimilation of the material, understanding the logic of the academic discipline, the ability to freely, competently, logically present what has been learned is evaluated, the ability to reasonably defend one's own point of view.

“Excellent” marks the answer to independent tasks, in which the material is systematically, logically and consistently presented.

The “good” rating implies knowledge of the material and the ability to draw independent conclusions, comment on the material presented; answer with minor flaws.

Assimilation of the material is assessed as "satisfactory" when the student has not studied some sections deeply enough, allows fuzzy formulations, and gives incomplete answers.

"Unsatisfactory" is put in the case when the student does not know a significant part of the educational material, makes significant mistakes; knowledge is unsystematic.

Abstract Evaluation Criteria

- 100-86 points are given to the student if the student expressed his opinion on the formulated problem, argued it, accurately defining its content and

components. The data of domestic and foreign literature, statistical information, information of a regulatory nature are given. The student knows and owns the skill of independent research work on the research topic; methods and techniques for analyzing the theoretical and / or practical aspects of the area under study.

- 85-76 - points - the work is characterized by semantic integrity, coherence and consistency of presentation; no more than 1 mistake was made when explaining the meaning or content of the problem. For argumentation, data of domestic and foreign authors are given. Demonstrated research skills and abilities. There are no actual errors related to understanding the problem.

- 75-61 points - the student conducts a fairly independent analysis of the main stages and semantic components of the problem; understands the basic foundations and theoretical justification of the chosen topic. The main sources on the topic under consideration are attracted. No more than 2 errors were made in the sense or content of the problem.

- 60-50 points - if the work is a retold or completely rewritten source text without any comments or analysis. The structure and theoretical component of the topic is not disclosed. Three or more than three errors were made in the semantic content of the problem being disclosed.

V. EDUCATIONAL AND METHODOLOGICAL PROVISION OF STUDENTS' INDEPENDENT WORK

Independent work is defined as an individual or collective learning activity carried out without the direct guidance of a teacher, but according to his instructions and under his control. Independent work is a cognitive learning activity, when the sequence of a student's thinking, his mental and practical operations and actions depends and is determined by the student himself.

Independent work of students contributes to the development of independence, responsibility and organization, a creative approach to solving problems at the educational and professional levels, which ultimately leads to the development of the skill of independent planning and implementation of activities.

The purpose of independent work of students is to master the necessary competencies in their field of study, experience in creative and research activities.

Forms of independent work of students:

- work with basic and additional literature, Internet resources;
- self-acquaintance with the lecture material presented on electronic media in the library of an educational institution;
- preparation of abstract reviews of sources of periodicals, reference notes, predetermined by the teacher;
- search for information on the topic with its subsequent presentation to

the audience in the form of a report, presentations;

- preparation for the implementation of classroom control work;
- performance of home control works;
- performance of test tasks, problem solving;
- drawing up crossword puzzles, schemes;
- preparation of reports for presentation at a seminar, conference;
- filling out a workbook;
- essay writing, term paper;
- preparation for business and role-playing games;
- compiling a resume;
- preparation for tests and exams;
- other activities organized and carried out by the educational institution

and student self-government bodies.

VI. CONTROL OF ACHIEVEMENTS OF THE GOALS OF THE COURSE

No. p / p	Controlled modules / sections / topics of the discipline	Codes and stages of formation of competencies		Appraisal tools - name	
				current control	intermediate certification
1	Section 1 Healthcare Marketing	UK-3.1; UK-3.2; UK-3.3; UK-4.4; UK-4.5; UK-4.6; GPC-3.1; GPC-3.2; GPC-3.3; GPC-5.1; GPC-5.2; GPC-5.3	Knows	Interview UO-1, abstract PR-4	offset Questions 1-28
			Can	Tests PR-1, essay PR-3	
			owns	Presentation, Work in small groups, reports MA-3	
2.	Section 2 healthcare management	UK-3.1; UK-3.2; UK-3.3; UK-4.4; UK-4.5; UK-4.6; GPC-3.1; GPC-3.2; GPC-3.3; GPC-5.1; GPC-5.2; GPC-5.3	Knows	Interview UO-1, abstract PR-4	offset Questions 1-86
			Can	Tests PR-1, essay PR-3	
			owns	Presentation, Work in small groups, reports MA-3	

VII. EDUCATIONAL AND METHODOLOGICAL SUPPORT OF DISCIPLINE

Main literature

1. Marketing / Nuraliev S.U., Nuralieva D.S. - M.: Dashkov i K, 2018. - 362 p.: ISBN 978-5-394-02115-2 - Access mode: <http://znanium.com/catalog/product/415135>
2. Aleksunin V.A. Marketing / Aleksunin V.A., - 6th ed. - M.: Dashkov i K, 2017. - 216 p. <http://znanium.com/catalog/product/511979>
3. Marketing: Textbook / Basovsky L.E., Basovskaya E.N., - 3rd ed., Revised. and additional - M.: NITs INFRA-M, 2016. - 233 p.: 60x90 1/16. - (Higher education) (Binding 7BC) ISBN 978-5-16-011840-6 - Access mode: <http://znanium.com/catalog/product/544241>
4. Marketing: Textbook / Gerasimov B. I., Zharikov V. V., Zharikova M. V. - 2nd ed. - M.: Forum, NIC INFRA-M, 2016. - 320 p.: 60x90 1/16. - (Professional Education) (Cover) ISBN 978-5-00091-180-8 - Access mode: <http://znanium.com/catalog/product/537690>
5. Short S.V. Management [Electronic resource]: textbook / Short S.V. - Electron. text data.— Saratov: Higher education, 2018.— 225 p.— Access mode: <http://www.iprbookshop.ru/72358.html>.— EBS “IPRbooks”
6. Malshina N.A. Management [Electronic resource]: textbook for SPO / Malshina N.A. - Electron. text data.— Saratov: Vocational education, 2017.— 133 p.— Access mode: <http://www.iprbookshop.ru/69861.html>.— EBS “IPRbooks”
7. Gorbenko L.I. Management [Electronic resource]: workshop / Gorbenko L.I., Boris O.A.— Electron. text data.— Stavropol: North Caucasian Federal University, 2016.— 132 pp.— Access mode: <http://www.iprbookshop.ru/66052.html>. - ELS "IPRbooks"
8. Knysheva E.N. Management: Textbook / Knysheva E. N. - M.: ID FORUM, SIC INFRA-M, 2015. - 304p. <http://znanium.com/catalog/product/492807>
9. Gudilin A.A. Management [Electronic resource]: workshop / Gudilin A.A., Skryabin O.O.— Electron. text data.— M.: MISiS Publishing House, 2015.— 82 p.— Access mode: <http://www.iprbookshop.ru/56560.html>.— EBS “IPRbooks”
10. Public health and health care [Electronic resource]: textbook / Medic V. A., Yuryev V. K. - 2nd ed., corrected. and additional - M.: GEOTAR-Media, 2016. - 608c. <http://www.studentlibrary.ru/book/ISBN9785970437100.html>

additional literature

1. Rakhilbekov T.K. Financial management in healthcare. GEOTAR-Media. - 2014. - 312 p.
2. Evidence Based Medicine: A Study Guide. Petrov V.I., Nedogoda S.V. 2012. - 144 p. Access mode:
3. <http://www.studentlibrary.ru/book/ISBN9785970423219.html>
4. Trifonov I.V. Effective chief medical officer / I.V. Trifonov. - M.: GEOTAR-Media, 2010. - 72 p. Access mode:
<http://www.studentlibrary.ru/book/ISBN9785970415467.html>
5. Shchepin O.P., Medic V.A. Public health and healthcare / O.P. Shchepin, V.A. Medic. - M.: GEOTAR-Media, 2012. - 592 p.
Access mode:
<http://www.studentlibrary.ru/book/ISBN9785970422168.html>
6. Health economics: textbook. Reshetnikov A.V., Alekseeva V.M., Galkin E.B. and others / Ed. A.V. Reshetnikov. 2nd ed. - 2010. - 272 p. Access mode:
<http://www.studentlibrary.ru/book/ISBN9785970416044.html>
7. Fundamentals of economics: textbook / I.V. Lipsitz. - 2013. - 336 p.
Access mode: <http://www.studentlibrary.ru/book/ISBN9785970424124.html>
8. Ivanov V.V., Korobova A.N. Municipal management. Reference manual / V.V. Ivanov, A.N. Korobova 2014. - 717 p. <http://window.edu.ru/resource/947/14947>
9. Khmeleva G.A. Human capital as a condition for the formation of an innovative economy in the region. Monograph / G.A. Khmelev. SAGMU. – 2014 - 168 p. <http://window.edu.ru/library/pdf2txt/892/79892/60284>

The list of resources of the information and telecommunication environment "Internet" necessary for the development of the discipline

1. student library <http://www.studmedlib.ru>
2. <http://www.pharmed.uz/literatura/40102-pathofiziologiya.html>
3. <http://medi.ru/doc/80.htm>
4. <http://www.cytokines.ru/>
5. <http://www.scsml.rssi.ru/>
6. <http://med-lib.ru/speclit/patfiz/index.php>
7. <http://www.medliter.ru/?page=list&id=09>
8. <http://www.rmj.ru/medjurnrus.htm>
9. Spravochno-legal system Consultant plus.
10. <http://vladmedicina.ru> Medical portal of Primorsky Krai
- eleven. <http://www.rosminzdrav.ru> Official website of the Ministry of Health of

the Russian Federation

12. <http://meduniver.com> Medical site about various fields of medicine
13. Electronic library "Consultant";
14. World Health Organization: <http://www.who.int/ru>;
15. Ministry of Health of the Russian Federation: <http://www.minzdravsoc.ru>;
16. The concept of healthcare development until 2020 <http://www.zdravo2020.ru>;
17. National Research Institute of Public Health of the Russian Academy of Medical Sciences <http://www.niph.ru>;
18. FGU "TsNIIOIZ Ministry of Health of the Russian Federation" <http://www.mednet.ru>;
19. Reference and information system "Garant";
20. Reference and information system "Consultant +";
21. Interlibrary search system for bibliographic references www.signa.ru
22. FEFU website - Catalog of electronic resources <http://www.dvfu.ru/web/library/elib>

List of information technologies and software

- Microsoft Office Professional Plus 2010;
- an office suite that includes software for working with various types of documents (texts, spreadsheets, databases, etc.);
- 7Zip 9.20 - free file archiver with a high degree of data compression;
- ABBYY FineReader 11 - software for optical character recognition;
- Adobe Acrobat XI Pro - a software package for creating and viewing electronic publications in PDF format;
- ESET Endpoint Security - comprehensive protection of workstations based on Windows OS. Virtualization support + new technologies;
- WinDjView 2.0.2 is a program for recognizing and viewing files with the same name format DJV and DjVu.

VIII. METHODOLOGICAL INSTRUCTIONS FOR MASTERING THE DISCIPLINE

The theoretical part of the discipline "Healthcare Management and Marketing" is revealed in lectures, since the lecture is the main form of education, where the teacher gives the basic concepts of the discipline.

The sequence of presenting the material in lectures is aimed at forming an indicative basis for students to subsequently master the material during independent work.

Practical classes of the course are held in all sections of the curriculum. Practical work is aimed at developing students' skills of independent research work. During practical classes, the master performs a set of tasks that allows you to consolidate the lecture material on the topic under study.

Active consolidation of theoretical knowledge is facilitated by the discussion of problematic aspects of the discipline in the form of a seminar and classes using active learning methods. At the same time, the development of skills of independent research activity in the process of working with scientific literature, periodicals, the formation of the ability to reasonably defend one's point of view, listen to others, answer questions, and lead a discussion take place.

Lecture classes are focused on highlighting the main topics in each section of the course and are designed to orient students in the proposed material, lay the scientific and methodological foundations for further independent work of students.

Particularly significant for the professional training of students is independent work on the course. In the course of this work, students select the necessary material on the issue under study and analyze it. Independent work with literature includes such techniques as drawing up a plan, theses, abstracts, annotating sources, writing tests.

Students need to be introduced to the main sources, without which it is impossible to fully understand the issues of the course. Therefore, these sources are recommended for students to study at home and are included in the program.

Mastering the course should contribute to the development of skills for reasonable and independent assessments of facts and scientific concepts. Therefore, in all forms of knowledge control, especially when passing a test, attention should be paid to understanding the main problem field, to the ability to critically use its results and conclusions.

In the process of teaching the discipline, the following methods of active / interactive learning are used:

Lectures:

1. Problem lecture.

The lecture begins with the teacher posing problems that are solved in the course of presenting the material. The answer to the problem requires thinking of the entire audience. During the lecture, students' thinking occurs with the help of the teacher creating a problem situation before they receive all the necessary

information that constitutes new knowledge for them. Thus, students independently try to find a solution to the problem situation.

Educational problems are available according to their difficulty for students, they take into account the cognitive capabilities of students, proceed from the subject being studied and are significant for the assimilation of new material and personal development - general and professional.

The problem lecture provides creative assimilation by future specialists of the principles and patterns of the studied science, activates the educational and cognitive activity of students, their independent classroom and extracurricular work, the assimilation of knowledge and their application in practical classes.

Practical lessons focused on the most fundamental and problematic issues and are designed to stimulate the development of their own position on these topics.

In working with students, a variety of means, forms and methods of teaching (information-developing, problem-search) are used: the method of scientific discussion, a conference or a round table, an analysis of specific educational situations (case study).

Conference or round table

When using this method, you can invite various specialists involved in the study of the problem under consideration or working on a topic studied by students. These can be scientists, economists, artists, representatives of public organizations, government agencies, etc.

Before such a meeting, the teacher invites students to put forward a problem of interest to them on this topic and formulate questions for their discussion. If students find it difficult, the teacher can suggest a number of problems and, together with the students, choose a more interesting one for them. Selected questions are transferred to the invited expert of the round table to prepare for the presentation and answers. At the same time, several specialists involved in the study of this problem can be invited to the "round table". In order for the round table meeting to be active and interested, it is necessary to encourage listeners to exchange views and maintain an atmosphere of free discussion.

When applying all these forms of classes, students get a real practice of formulating their point of view, comprehending the system of argumentation, that is, turning information into knowledge, and knowledge into beliefs and views.

The collective form of interaction and communication teaches students to formulate thoughts in a professional language, to speak orally, to listen, hear and understand others, to argue correctly and reasonably. Joint work requires not only individual responsibility and independence, but also self-organization of the work of the team, exactingness, mutual responsibility and discipline. At such seminars,

the subject and social qualities of a professional are formed, the goals of training and educating the personality of a future specialist are achieved.

The features of collective mental activity are that there is a rigid dependence of the activity of a particular student on a fellow student; it helps to solve the psychological problems of the team; there is a “transfer” of action from one participant to another; self-management skills develop.

There are various forms of organizing and conducting this type of training, such as a press conference.

At the previous lesson, the teacher gives the task to students to individually answer the questions of the practical lesson and collectively discuss options for solving the same situation, which significantly deepens the experience of the trainees. Faced with a specific situation, the student must determine whether there is a problem in it, what it consists of, determine their attitude to the situation. At the same time, each student must, by getting used to the role of specific historical figures, analyze the causes, course and results of the events. The practical lesson begins with an introductory speech by the teacher, in which the problems for discussion are voiced. As the discussion proceeds, each of the students has the opportunity to get acquainted with the solutions, listen and weigh their many assessments, additions, changes, enter into a dialogue and discussion.

As the questions of the practical lesson are discussed, the analytical abilities of the trainees develop, contribute to the correct use of the information at their disposal, develop independence and initiative in decisions.

At the final stage of the lesson, the teacher, correcting the conclusions on the performances of students, draws general conclusions for each practical task and the overall result for the entire lesson.

Method of scientific discussion

The academic group is divided into two subgroups - generators and critics of ideas. Three more people stand out - expert analysts.

The practical lesson is implemented in four stages:

The first is preparatory (carried out 1-2 weeks before the practical session). The teacher instructs about the purpose, content, nature, rules of participation in the game. Student preparation includes:

- determination of the purpose of the lesson, specification of the educational task;
- planning the general course of the lesson, determining the time of each stage of the lesson;
- development of criteria for evaluating the proposals and ideas received, which will make it possible to purposefully and meaningfully analyze and summarize the results of the lesson.

Mutual criticisms and evaluations are strictly prohibited; they hinder the emergence of new ideas. You should refrain from actions, gestures that may be misinterpreted by other participants in the session. No matter how fantastic or incredible the idea put forward by any of the participants in the session, it should be met with approval. The more proposals put forward, the greater the likelihood of a new and valuable idea.

The second - the lesson begins with the fact that the generators of ideas quickly and clearly characterize the ruler, the situation in the country and express all proposals for solving the named problem;

Third - critics of ideas "attack" - select the most valuable, progressive of them, analyze, evaluate, criticize and include in the list of relevant assumptions that provide a solution to the problem;

Fourth - experts analyze and evaluate the activities of both subgroups, the significance of the ideas put forward.

The goal of the teacher is to organize collective mental activity to find non-traditional ways to solve problems, when discussing controversial issues, hypotheses, problematic or conflict situations.

When writing essays, it is recommended to independently find literature for it. The abstract reveals the content of the problem under study. Working on an essay helps to deepen the understanding of individual issues of the course, form and defend one's point of view, acquire and improve the skills of independent creative work, and conduct active cognitive work.

An interview and a survey are conducted to conduct ongoing monitoring and intermediate certification.

IX. LOGISTICS AND TECHNICAL SUPPORT OF THE DISCIPLINE

The material and technical support for the implementation of the discipline includes classrooms for lectures and practical classes, equipped with multimedia support and corresponding to sanitary and contrary rules and regulations.

In order to provide special conditions for the education of people with disabilities and people with disabilities in FEFU, all buildings are equipped with ramps, elevators, lifts, specialized places equipped with toilets, information and navigation support signs.

Name of equipped premises and premises for independent work	List of main equipment
690922, Primorsky Territory, Vladivostok, Russian Island, Saperny Peninsula, Ayaks village, 10, School of Biomedicine, room M 422,	Multimedia Audience: Motorized Screen 236*147cm Trim Screen Line; Projector DLP, 3000 ANSI Lm, WXGA 1280x800, 2000:1 EW330U Mitsubishi; document camera CP355AF Avervision, video camera MP-HD718 Multipix; Subsystem of specialized equipment fastenings

area 158.6 m ²	CORSA-2007 Tuarex; Video switching subsystem: Audio switching and sound amplification subsystem: power amplifier, wireless LAN based on 802.11a/b/g/n 2x2 MIMO(2SS) access points.
690922, Primorsky Territory, Vladivostok, Russian Island, Saperny Peninsula, Ayaks settlement, 10, room M612, area 47.2 m ²	Computer class for 22 workplaces: HP ProOpe 400 All-in-One 19.5 (1600x900), Core i3-4150T, 4GB DDR3-1600 (1x4GB), 1TB HDD 7200 SATA, DVD+/-RW, GigEth, Wi-Fi, W, usb kbd/ mse, Win7Pro(64-bit)+Win8.1Pro(64-bit), 1-1-1 Wty (25 pcs.)
690922, Primorsky Territory, Vladivostok, Russian Island, Saperny Peninsula, Ayaks village, 10, School of Biomedicine, room M 419, area 74.9 m ²	Multimedia Audience: Motorized Screen 236*147cm Trim Screen Line; Projector DLP, 3000 ANSI Lm, WXGA 1280x800, 2000:1 EW330U Mitsubishi; document camera CP355AF Avervision, video camera MP-HD718 Multipix; Subsystem of specialized equipment fastenings CORSA-2007 Tuarex; Video switching subsystem: Audio switching and sound amplification subsystem: power amplifier, wireless LAN based on 802.11a/b/g/n 2x2 MIMO(2SS) access points.
Reading rooms of the FEFU Scientific Library with open access to the fund (building A - level 10)	HP ProOpe 400 All-in-One 19.5 (1600x900), Core i3-4150T, 4GB DDR3-1600 (1x4GB), 1TB HDD 7200 SATA, DVD+/-RW, GigEth, Wi-Fi, BT, usb kbd/ mse, Win7Pro (64-bit)+Win8.1Pro(64-bit), 1-1-1 Wty Internet access speed 500 Mbps. Workplaces for people with disabilities are equipped with Braille displays and printers; equipped with: portable devices for reading flat-print texts, scanning and reading machines, a video enlarger with the ability to regulate color spectra; magnifying electronic loupes and ultrasonic markers

X. VALUATION FUND

FOS passport

Universal competencies of graduates and indicators of their achievement:

Task type	Code and name of professional competence (result of development)	Code and name of the indicator of achievement of competence
	UK-3 Able to organize and manage the work of the team, developing a team strategy to achieve the goal	UK-3.1 Knows the main provisions and norms of the leading branches of law to protect the professional activities of medical workers
		UK-3.2 Able to solve practical problems in the formation of a culture of professional communication between a doctor and patients, colleagues and the management of a medical organization
		UK-3.3 Has the skills to prepare proposals on certain issues of improving moral standards in the activities of medical organizations

Task type	Code and name of professional competence (result of development)	Code and name of the indicator of achievement of competence
	UK-4 Able to use modern communication technologies, including in a foreign language(s), for academic and professional interaction	UK-4.4 Participates personally in the organization of free scientific and professional communication and in a foreign language environment
		UK-4.5 Uses knowledge of a foreign language for scientific and professional communication for academic and professional interaction
		UK-4.6 Owns methods of organizing public events to get acquainted with information on health problems in foreign literature with colleagues in a foreign language environment

Code and name of the indicator of achievement of competence	Name of the assessment indicator (the result of training in the discipline)
UK-3.1 Knows the main provisions and norms of the leading branches of law to protect the professional activities of medical workers	Knows the main provisions and norms of the leading branches of law to protect the professional activities of medical workers
UK-3.2 Able to solve practical problems in the formation of a culture of professional communication between a doctor and patients, colleagues and the management of a medical organization	Knows the concepts of leadership, teamwork, responsibility, modern aspects of medical law, the main provisions and norms of the leading branches of law (civil, family, labor, administrative law), as guarantors of ensuring the rights and legitimate interests of citizens of the Russian Federation in the field of healthcare Can work in a team, able to act within the framework of agreed goals and objectives; able to take personal responsibility and leadership in the planning and implementation of professional activities - adequately apply the necessary rules of law in their professional activities and in the work of healthcare institutions, - to solve practical problems in the formation of a culture of professional communication between a doctor and patients, colleagues and management Has the skill of the concept of leadership, teamwork, responsibility, modern aspects of medical law, the main provisions and norms of the leading branches of law (civil, family, labor, administrative law), as guarantors of ensuring the rights and legitimate interests of citizens of the Russian Federation in the field of healthcare
UK-3.3 Has the skills to prepare proposals on certain issues of improving moral standards in the activities of medical organizations	Knows the moral standards in the activities of medical organizations Able to make proposals on certain issues of improving moral standards in the activities of medical organizations Has the skills to prepare proposals on certain issues of improving moral standards in the activities of medical

	organizations
UK-4.4 Participates personally in the organization of free scientific and professional communication and in a foreign language environment	Knows a foreign language Able to communicate in foreign language environment Possesses the skill of communication in the scientific and professional sphere in a foreign language
UK-4.5 Uses knowledge of a foreign language for scientific and professional communication for academic and professional interaction	Knows the principles of scientific and professional communication in a foreign language environment, one of the foreign languages Knows how to use a foreign language in professional activities, evaluate foreign-language publications Owns information on health issues in foreign literature, skills of free scientific and professional communication in a foreign language environment
UK-4.6 Owns methods of organizing public events to get acquainted with information on health problems in foreign literature with colleagues in a foreign language environment	Knows the main health problems Able to organize public events on health issues with colleagues in a foreign language environment Owns methods of organizing public events to get acquainted with information on health problems in foreign literature with colleagues in a foreign language environment

General professional competencies of graduates and indicators of their achievement:

Task type	Code and name of professional competence (result of development)	Code and name of the indicator of achievement of competence
	OPK-3 Ability to implement management principles in professional activities	GPC-3.1 Knows the basic concepts of research processes in medicine for the implementation of management principles in professional activities
		GPC-3.2 Knows how to substantiate the criteria for assessing the implementation of management principles in professional activities
		GPC-3.3 Owns the methods of collecting, processing, analyzing information and presenting them to assess the quality of medical care in the implementation of management principles in professional activities
	OPK-5 Ability to organize public events to solve the problems of professional activity, including with international partners	GPC-5.1 Knows the principles of organizing public events with the ability to solve problems in IT technologies with international partners
		GPC-5.2 Able to take personal part in public events with the ability to solve problems in IT technologies with international partners

Task type	Code and name of professional competence (result of development)	Code and name of the indicator of achievement of competence
		GPC-5.3 Owns methods of organizing public events to solve the problems of professional activity, including with international partners

Code and name of the indicator of achievement of competence	Name of the assessment indicator (the result of training in the discipline)
GPC-3.1 Knows the basic concepts of research processes in medicine for the implementation of management principles in professional activities	Knows the basic concepts of research processes in medicine for the implementation of management principles in professional activities Ability to manage a healthcare organization Possesses management skills in his professional activities
GPC-3.2 Knows how to substantiate the criteria for assessing the implementation of management principles in professional activities	Knows the principles of preparation and application of scientific, research and production, design, organizational, managerial and regulatory documentation Able to prepare scientific, research and production, design, organizational, managerial and regulatory documentation for accounting and auditing Has the skills to prepare scientific, research and production, design, organizational, managerial and regulatory documentation for accounting and auditing
GPC-3.3 Owns the methods of collecting, processing, analyzing information and presenting them to assess the quality of medical care in the implementation of management principles in professional activities	Knows the methods of collecting, processing, analyzing information and presenting it to assess the quality of medical care Able to collect, process, analyze and present the information received in the field of his professional activity Owns methods of collecting, processing, analyzing information and presenting them to assess the quality of medical care in the implementation of management principles in professional activities
GPC-5.1 Knows the principles of organizing public events with the ability to solve problems in IT technologies with international partners	Knows the principles of organizing public events with the ability to solve problems in IT technologies with international partners Able to organize public events with the ability to solve problems in IT technologies with international partners Possesses the skill of organizing public events with the ability to solve problems in IT technologies with international partners
GPC-5.2 Able to take personal part in public events with the ability to solve problems in IT technologies with international partners	Able to take personal part in public events with the ability to solve problems in IT technologies with international partners Possesses the skill of speaking at public events with international partners
GPC-5.3 Owns methods of organizing public events to solve the problems of professional activity, including with	Knows the methods of organizing public events to solve the problems of professional activity Ability to organize a public event Owns methods of organizing public events for solving

international partners	problems of professional activity to solve problems of professional activity, including with international partners
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VI. CONTROL OF ACHIEVEMENTS OF THE GOALS OF THE COURSE

No. p / p	Controlled modules / sections / topics of the discipline	Codes and stages of formation of competencies		Appraisal tools - name	
				current control	intermediate certification
1	Section 1 Healthcare Marketing	UK-3.1; UK-3.2; UK-3.3; UK-4.4; UK-4.5; UK-4.6; GPC-3.1; GPC-3.2; GPC-3.3; GPC-5.1; GPC-5.2; GPC-5.3	Knows	Interview UO-1, abstract PR-4	offset Questions 1-28
			Can	Tests PR-1, essay PR-3	
			owns	Presentation, Work in small groups, reports MA-3	
2.	Section 2 healthcare management	UK-3.1; UK-3.2; UK-3.3; UK-4.4; UK-4.5; UK-4.6; GPC-3.1; GPC-3.2; GPC-3.3; GPC-5.1; GPC-5.2; GPC-5.3	Knows	Interview UO-1, abstract PR-4	offset Questions 1-86
			Can	Tests PR-1, essay PR-3	
			owns	Presentation, Work in small groups, reports MA-3	

Competence level assessment scale

Code and wording of competence	Stages of competence formation	criteria	Indicators	Points	
UK-3 Ability to organize and manage the work of a team, developing a team strategy to achieve the goal	knows (threshold level)	concepts of leadership, teamwork, responsibility, modern aspects of medical law, the main provisions and norms of the leading branches of law (civil, family, labor, administrative law), as guarantors of	knowledge of the main points of the leader's work, teamwork, issues of modern law in medical practice	the ability to use the basic provisions and norms of the leading branches of law to protect professional activities	61-70

		ensuring the rights and legitimate interests of citizens of the Russian Federation in the field of healthcare			
	can (advanced)	work in a team, able to act within the framework of agreed goals and objectives; able to take personal responsibility and leadership in the planning and implementation of professional activities	adequately apply the necessary rules of law in their professional activities and in the work of healthcare institutions	solve practical problems in the formation of a culture of professional communication between a doctor and patients, colleagues and management	71-84
	owns (high)	teamwork skills; the ability to act within the framework of agreed goals and objectives; the ability to take personal responsibility and leadership in the planning and implementation of professional activities, tolerantly perceiving social, ethnic, confessional and cultural differences	analytical skillsanalysis of the impact of a doctor's professional ethics on the quality and availability of medical care to patients	prepares proposals on certain issues of improving moral standards in the activities of medical organizations.	85-100
UK-4 Ability to apply modern communication technologies, including in foreign language(s), for academic and professional interaction	Knows	principles of scientific and professional communication in a foreign language environment, one of the foreign languages	uses the principles of free scientific and professional communication to solve the problems of professional activity	participates personally in the organization of free scientific and professional communication and in a foreign language environment	61-70
	Can	use a foreign language in professional activities, evaluate foreign-language publications	uses knowledge of a foreign language for scientific and professional communication	personal participation in free scientific and professional communication and in a foreign language environment	71-84
	owns	information on health issues in foreign literature	able and ready to use communication	organizes public events to get acquainted with	85-100

		skills of free scientific and professional communication in a foreign language environment	methods when getting acquainted with information in foreign literature	information on health problems in foreign literature with colleagues in a foreign language environment	
OPK-3ability to implement management principles in professional activities	knows (threshold level)	modern methods of collecting and processing information for the implementation of management principles in professional activities	basic concepts of research processes in medicine for the implementation of management principles in professional activities	the main stages of the study on assessing the quality of medical care, taking into account implementation of management principles in professional activities	61-70
	can (advanced)	carry out the implementation of statistical analysis in the implementation of management principles in professional activities	analyze and compare the stages of the process of assessing and implementing management principles in professional activities	substantiate the criteria for assessing the implementation of management principles in professional activities	71-84
	owns (high)	skills in planning, studying, analyzing, evaluating trends, predicting measures to ensure the protection of public health while implementing management principles in professional activities	methods of collecting, processing, analyzing information and presenting them to assess the quality of medical care when implementing management principles in professional activities	the ability to formulate the main stages and explain the tasks to achieve the goal of assessing the quality of medical care in the implementation of management principles in professional activities	85-100
OPK-5 Ability to organize public events to solve the problems of professional activity,	knows (threshold level)	principles of organizing public events to solve the problems of professional activity, including with international partners	uses the principles of organizing public events to solve the problems of professional activity	participates personally in the organization of public events to solve the problems of professional activity, including international partners	61-70
	can	take part in public	use participation	personal	71-84

including with international partners	(advanced)	events to solve the problems of professional activity, including with international partners	in public events to solve the problems of professional activity	participation in public events with the possibility of solving problems in IT technologies with international partners	
	owns (high)	skills of ability and readiness to organize public events to solve the problems of professional activity, including with international partners	capable and ready to organize public events, incl. with international partners	organizes public events to solve the problems of professional activity, including with international partners	85-100

Methodological recommendations that determine the procedures for evaluating the results of mastering the discipline

Current certification of students. It is carried out in accordance with the local regulations of the Far Eastern Federal University and is mandatory. It is carried out in the form of control measures: the defense of a test, an interview to assess the actual results of students' learning and is carried out by a leading teacher.

The objects of assessment are:

- academic discipline (activity in the classroom, the timeliness of the implementation of various types of tasks, attendance at all types of classes in the discipline being certified);
- the degree of assimilation of theoretical knowledge (survey);
- the level of mastery of practical skills and abilities in all types of educational work (colloquium);
- results of independent work.

Intermediate certification of students. It is carried out in accordance with the local regulations of the Far Eastern Federal University and is mandatory. Provides for the accounting of the results of all stages of the development of the course. Provided that two stages of the current attestation have been successfully passed, the student is given an intermediate attestation (test, exam).

Test and examination materials. When assessing students' knowledge, intermediate control takes into account the amount of knowledge, the quality of their assimilation, understanding the logic of the academic discipline, the place of each topic in the course. The ability to freely, competently, logically coherently present what has been studied, the ability to reasonably defend one's own point of view are assessed.

Evaluation tools for intermediate certification

Certification includes the student's answer to the test questions.

Questions for the test in the section management in health care

1. Management as a science. Patterns of management of socio-economic systems.
2. Modern system of views on the management of a medical organization.
3. Models of organizations as objects of management: closed and open systems.
4. New organizational forms in the structure of the Russian economy.
5. Nature, subject and methods of management.
6. Modern concepts of management.
7. Situational management in modern management.
8. The internal environment of the organization. Specialization and scope of control in the organization. Internal restrictions on the functioning of the organization.
9. The external environment of the organization.
10. The main characteristics of indirect and direct impacts of the external environment of the organization.
11. Gaining public confidence in the medical organization.
12. Organizational culture in medicine.
13. Types of organizational cultures and their features.
14. Goals, types of organizational powers and their delegation in management.
15. The effectiveness of delegation of authority and responsibility in a medical organization.
16. Integration processes in a modern medical organization. The main directions of integration in the company and the difficulties of its provision.
17. Typology of management decisions and requirements for them.
18. The composition and sequence of stages in the process of making managerial decisions.
19. Modeling socio-economic processes as a condition for decision-making.
20. Methods of group problem solving.
21. Systematization of management functions.
22. Characteristics of the management functions of a medical organization (on a specific example).
23. Target management and its stages.
24. Tasks, principles and stages of planning.
25. Scenario of strategic planning and its stages.
26. Strategic planning of the activities of a medical organization.

27. Types of current plans of a medical organization.
28. A scorecard used in tactical planning.
29. The linear structure of the governing bodies advantages and disadvantages.
30. The line-staff structure of the governing bodies and its features.
31. The functional structure of the governing bodies advantages and problems.
32. Linear-functional structure and its characteristics.
33. Design and matrix structures and their specificity.
34. Divisional structure of governing bodies and its features.
35. The essence, concepts and methods of motivating employees in the company
36. Motivation of personnel in a medical organization and stimulation of work of employees.
37. The system of personnel motivation from the standpoint of content theories.
38. Process theory of personnel motivation at the enterprise.
39. Types and forms of control and regulation in a medical organization.
40. Organization of the main types of control activities in a medical organization.
41. Formal groups in the organization and their features.
42. Employee belonging to a group and the problem of resistance to change in the organization.
43. Informal groups in the organization and their characteristics
44. Management of informal groups in a medical organization.
45. Model of the influence of the leader on the subordinate.
46. Forms of collegiality and partnership in management.
47. Traditional concepts of leadership in management.
48. The concept of situational leadership and leadership style.
49. Leader personality and leadership style
50. The main causes of conflict in the organization
51. Style and methods of conflict resolution in the organization.
52. Criteria and signs of effective management of a medical organization.
53. Models of effective management of a medical organization.
54. Ways to improve the efficiency of enterprise management.
55. Rational decision making model.
56. Organizational model of the solution.
57. Psychological model of decision making under market risks.
58. Model of successful implementation of organizational changes in the

company.

59. What are the tasks of management?
60. Fundamentals of power.
61. What characterizes an organization?
62. Show the fundamental difference between authoritarian, democratic and liberal leadership styles.
63. Formulate the essence of the content and process approach to motivation.
64. organization laws.
65. Explain why collective problem solving is needed, reveal its advantages and disadvantages.
66. Management and organizational culture.
67. Explain what conflict is and what its main causes are.
68. How is the organization organized?
69. Name the reasons that motivate people to pursue a career.
70. What is the management structure?
71. Tell us what types exist and what is the order of adaptation of a person in an organization.
72. Branch-based management structure.
73. Expand the essence of personnel certification.
74. What is management information?
75. List the main characteristics of a team. Classification of teams.
76. What is management information?
77. Why do organizations exist?
78. Explain what underlies the formation of management structures and what factors determine their features.
79. What does the strategy depend on?
80. List the types of managerial powers and describe their content.
81. Methods of strategic analysis and formation of strategies.
82. Give examples of a medical organization for which centralization of managerial powers is preferable.
83. List the existing forecasting methods.
84. Classification of the goals of a medical organization, health management bodies.
85. Explain what planning is.
86. List the functions performed by the goals and try to rank them in order of importance.

Questions for the test in the section on marketing in health care

1. The concept of marketing. Classical and modern definitions of marketing. The basic precept of marketing.
2. The concept of medical marketing.
3. Modern marketing concept. The main stages of marketing.
4. Basic principles of medical marketing. The main activities of the marketing of medical organizations.
5. Health care as a social service sector.
6. Features of the medical services market.
7. Subjects of marketing in the field of medicine and their functions.
8. Personality as the central subject of marketing. The main differences of the individual from other consumers.
9. Intermediate consumers of medical services. Marketing functions of enterprises, organizations, institutions - consumers of medical services.
10. Intermediary structures in the market of medical services. Marketing functions of intermediary subjects.
11. The main objects of marketing activities in medicine.
12. Typology of services in the medical industry: characteristics and types of entities that form the offer, provide and sell medical services.
13. Typology of medical services: characteristics and types of medical services.
14. Typology of medical services: characteristics and types of consumers of medical services.
15. The essence of marketing in medical activities. Social character of marketing in medical activity.
16. Basic principles of marketing: the principles of consumer sovereignty, concentration of efforts, understanding of the services of the medical industry.
17. Components of medical marketing: patronage and sponsorship.
18. Components of medical marketing. Licensing.
19. Components of medical marketing. Advertising activity.
20. The concept, content and basic procedures for market segmentation.
21. Segmentation of the service market by types of consumer.
22. Segmentation of the market according to the parameters of medical services.
23. Segmentation by competitors.
24. Criteria for evaluation and selection of target segments of the service market
25. The concept of marketing strategy in the medical industry. The main stages in the formation of a strategy in the medical industry.
26. Marketing goals of a medical organization, institution.

27.The structure and content of the marketing strategy of a medical organization, institution.

28.Pricing in the market of medical services of physical culture and sports.

Criteria for grading a student in the test for the discipline "Healthcare Management and Marketing"

Credit score	Requirements for the formed competencies
"passed"	The grade "passed" is given to the student if he knows the material well, presents it competently and to the point, avoids significant inaccuracies in answering the question, correctly applies the theoretical provisions in solving practical issues and tasks, possesses the necessary skills and techniques for their implementation
"not counted"	The grade "not passed" is given to a student who does not know a significant part of the program material, makes significant mistakes, uncertainly, with great difficulty answers the questions posed. As a rule, the "failed" mark is given to students who cannot continue their studies without additional classes in the relevant discipline.

II. Evaluation tools for current certification

Control tests are intended for students studying the course "Management and Marketing in Healthcare".

When working with tests, it is proposed to choose one answer option from three to four offered. At the same time, the tests are not the same in their complexity. Among the proposed there are tests that contain several options for correct answers. The student must indicate all the correct answers.

Tests are designed for both individual and collective decision. They can be used in both classroom and self-study. The selection of tests necessary for the control of knowledge in the process of intermediate certification is made by each teacher individually.

The results of the test tasks are evaluated by the teacher on a five-point scale for attestation or according to the "pass" - "fail" system. The grade "excellent" is given with the correct answer to more than 90% of the tests proposed by the teacher. Rating "good" - with the correct answer to more than 70% of the tests. Grade "satisfactory" - with the correct answer to 50% of the proposed tests.

Sample test tasks

1. What should be understood by the term "management" and where is it mainly used?

1. The term "management" is used primarily for the activities of people in the economy.

2. The term "management" is synonymous with the term "management", but it is mainly used for different types of human activities.

3. The term "management" is not a synonym for the term "management" and is used only for the activities of people in the economic sphere.

4. The term "management" is used when defining a system of measures regarding the coordination of people's activities.

2. What should be understood by the term "management"?

1. The term "management" means the management of a social, technical or economic system.

2. The term "management" means the management of any socio-economic system

3. The term "management" means to manage something.

4. The term "management" means the management and control of the activities of personnel in an organization.

3. Depending on the level of management, managers are distinguished:

1. Higher, middle levels.

2. High, middle, low levels.

3. Higher and lower levels.

4. The highest and lowest levels.

4. What is management from functional positions?

1. The process of planning and organizing the activities of functional units.

2. The process of planning, organization, control, regulation, accounting that are necessary to achieve a specific goal.

3. The process of planning, organizing and controlling the activities of functional units and motivating the personnel of these units.

4. The process of planning production tasks, regulating and accounting for their implementation.

5. What unites the subject and object of management?

1. Partnership and unanimity.

2. their common place of business.

3. The overall purpose of the activity.

4. General desire to make a profit.

6. Manager is:

1. The subject of management.

2. Management object.

3. Subject and object of management.

4. "Conductor" production.

7. What are the main approaches to management exist in countries with developed market economies?

1. Economic, optimization and intuitive approaches.
2. Process and functional approaches.
3. Systemic, situational and quantitative approaches.
4. Process, system and situational approaches.

8. What is a process approach to management?

1. A set of sequential operations and procedures.
2. A set of continuous interrelated actions that occur in a certain sequence.
3. Continuous execution of operations and procedures.
4. Continuous execution of planned tasks.

9. What is a systems approach to management?

1. A set of interrelated elements (parts).
2. A set of interrelated elements that, constantly interacting, determine the nature of the organization.
3. The set of interacting parts in an organization that determine the current state of the organization.
4. The totality of the subject and object of management.

10. What is the situational approach to management?

1. Selection of management techniques for solving managerial problems under the influence of specific circumstances
2. Selection of management techniques for managing the resources of the organization in certain circumstances.
3. Determination of the range of possible situations in which the organization may find itself and the establishment of clear ways to solve them.
4. Techniques to achieve the goals of the organization.

eleven. What is the object of study of management?

1. individual divisions of the organization.
2. The whole structure of the organization.
3. Economic and social processes.
4. Organizations and the processes they run.

12. School of Scientific Management suggests:

1. The presence in each organization of a research unit.
2. Conducting business with standards established through systematic observation, experimentation, and logical reasoning.
3. Use of the latest achievements of science and technology in business
4. Failure to use intuitive, non-scientific methods in management.

13. The functional (classical) school of management involves:

1. Division and specialization of labor of workers and managers
2. Management of the organization using classical methods for the

successful functioning of the organization.

3. Allocation in management activities of a number of complementary independent functions of managing the internal environment of the organization.

4. The division of managerial work into a number of interrelated functions for managing an organization under the influence of the external environment.

14. Within the framework of the functional (classical) school of management, the following were developed:

1. Theories "x" and "y".
2. Classical methods and models of management.
3. Ethical principles of entrepreneurs.
4. 14 principles of management.

15. The main ideas of the school of human relations are:

1. Management is the process of harmonizing relations between employees; the passive nature of a person requires strict control and a clear hierarchy; admission to the organization based on competence and needs.

2. Management - the process of distribution of production roles; for the good performance of the position, material remuneration is necessary; the focus is on the working group performing its functions.

3. Transferring attention to the social nature of the individual, to the relationship between people in a team; the use of psychological and social incentive factors to a greater extent.

4. Shifting attention to informal groups and their leaders; rejection of material methods of stimulation in favor of social ones; formalization of organizational processes in order to make them more accessible for understanding.

16. How should one understand the situation in the management of the organization?

1. A specific set of circumstances that affect an organization at a given time.

2. A set of uncertain circumstances in which an organization has to operate at a given time.

3. A set of problems and challenges facing the organization at a given time.

4. Circumstances that do not allow the effective implementation of a certain type of activity at a given time.

17. What are the three approaches to management that have become most widespread since the late 50s of the XX century:

- a. Process, content, motivational.
- b. Systemic, motivational, behavioral.

- c. Situational, behavioral, content.
- d. Process, system, situational.

18. If management is viewed not as a series of different actions, but as a single process of influencing the organization, then we are dealing with:

- 1. System approach.
- 2. situational approach.
- 3. process approach.
- 4. behavioral approach.

19. If management considers all processes and phenomena as an integral system that has new qualities and functions that are absent from the elements that compose it, then we are dealing with:

- 1. Content approach.
- 2. process approach.
- 3. situational approach.
- 4. System approach.

20. An approach that requires making an optimal decision, depending on the ratio of interacting circumstances, factors, is:

- 1. situational approach.
- 2. Systems approach.
- 3. Process approach.
- 4. factorial approach.

21. What is the systems approach to management based on?

- 1. On the use of systems theory.
- 2. On the use of management principles.
- 3. On the use of systems theory and control patterns.
- 4. On the use of a system of approaches to management and management principles.

22. What are the principles of management based on?

- 1. On the laws that operate in the Russian Federation.
- 2. On the laws of development of society and the laws of management.
- 3. On the provisions of the divisions of the organization.
- 4. On modern methods of management.

23. What are the principles for the optimal combination of centralization and decentralization in systems management?

- 1. Rational use of unity of command and collegiality in the management of systems to achieve certain goals.
- 2. Making a collegial decision to achieve certain goals.
- 3. Adoption of various rules in the management of teams, organizations.
- 4. The optimal use of unity of command in management to achieve

certain goals of the organization.

24. The set of rules, norms of conduct, instructions that are created by people and used by management bodies and individual employees refer to:

1. economic laws.
2. management methods.
3. The laws of management.
4. Management principles.

25. What is meant by "discipline" as a principle of management?

1. Completion of assigned tasks by all employees on time.
2. Compliance with the administration of the enterprise and its personnel of the concluded labor contract and contract.
3. Compliance with generally accepted rules and norms of behavior, strict fulfillment of management tasks on time.
4. Fulfillment of assigned tasks by employees of the management apparatus.

26. How can one explain the essence of the principle of "subordination of personal interest to the general"?

1. The organization must take into account not only the interests of managers, but also other employees.
2. The interest of one employee should not prevail over the interests of other employees.
3. In an organization, the interests of individual managers must prevail over the interests of individual groups of workers.
4. In an organization, the interest of one employee or group should not prevail over the interest of the organization as a whole.

27. How should the principle of "remuneration of personnel" be understood?

1. This principle provides that all employees of the organization should receive a salary corresponding to the work performed.
2. This principle provides for the regular payment of wages to all employees of the organization.
3. This principle provides for receiving bonuses for quality work.
4. This principle provides for a constant increase in wages for managers of the organization.

28. What should be understood as organization?

1. A group of people who have come together to make a profit.
2. A group of people whose activities are coordinated by the relevant governing body.
3. A group of people whose activities are consciously coordinated to

achieve a specific goal.

4. A group of people who have come together to spend their free time together

29. What are the main characteristics of an open system?

1. Interaction with the internal environment.
2. Interaction with structural subdivisions of the entire system.
3. Interaction with manufacturers of goods.
4. Interaction with the external environment.

thirty. What should be attributed to the internal environment of the organization?

1. Goals and structure, tasks and technology of the organization.
2. Form of ownership, level of social protection, level of culture.
3. Goals, tasks, structure, technology, personnel, organizational culture.
4. Organization staff, partners and competitors.

31. Management staff is:

1. A group of workers who are specially trained and supervise workers.
2. A set of employees who have special training and perform management functions.
3. A set of employees who have higher education and hold leadership positions.
4. A set of employees who have higher education and perform the functions of organization and control.

32. What is meant by the mission of an organization?

1. The main tasks of the organization.
2. The main functions of the organization.
3. Clearly defined goals for the organization.
4. A clear reason for the existence of the organization.

33. Define what is the subject of control?

1. A person or group of people who have certain knowledge about management.
2. A person or group of people who plans the activities of an organization to achieve its goals.
3. A person or group of people who exercise control.
4. A group of people who carry out scheduled work.

34. Part of the organization where certain independent decisions can be made without their mandatory coordination with higher or lower levels is:

1. Polyclinic.
2. Management level.
3. Functional department.

4. Structural subdivision.

35. What is the basis for the creation of management levels in the organization?

1. Horizontal division of managerial labor.
2. Vertical division of managerial labor.
3. Vertical and horizontal division of managerial labor.
4. The need to supervise the activities of staff.

36. What are the names of organizations that have the status of a legal entity in Russian legislation?

1. Firms.
2. Institutions.
3. Enterprises.
4. institutions.

37. How are companies classified by industry?

1. Commercial, financial and industrial.
2. Food, industrial, etc.
3. Industrial, financial and commercial.
4. Industrial, commercial, construction, scientific, etc.

38. The founders of a small business can be:

1. One citizen, family members and other citizens who jointly carry out entrepreneurial activities.
2. One citizen and other people.
3. Members of the same family.
4. Members of several families.

39. The liquidation of the enterprise is carried out:

1. The local executive authority that approved the charter.
2. Liquidation Commission, which is created by the owner.
3. Local state administration after agreement with the owner of the property.
4. The liquidation commission, which is created by the local authorities.

40. The supreme legislative body of a joint-stock company is:

1. Audit committee.
2. Board of Directors.
3. Governing body.
4. Meeting of shareholders.

41. The main components of the internal environment of the organization do not include:

1. Organizational culture.
2. Goals and staff.

3. Technology.
4. Suppliers and competitors.

42. What is meant by organizational management structure?

1. The composition and subordination of interrelated management links that ensure the implementation of the functions and tasks of managing the organization.
2. The composition of the levels of management of the organization and the division of personnel into units.
3. Subordination of managerial interdependent links of management.
4. Division of management personnel into divisions.

43. What creates the governance structure of an organization?

1. A set of linear controls.
2. A set of functional services.
3. A set of linear and functional services (bodies).
4. A set of different divisions (bodies) of management.

44. Where is the linear management structure predominantly used?

1. In managing large organizations.
2. In the management of small organizations.
3. In the management of joint organizations.
4. In the management of design organizations.

45. What type of organizational structure is considered the simplest?

1. Functional,
2. Mixed.
3. Linear.
4. Matrix.

46. A type of economic activity, when all its participants are engaged in common business activities and bear joint and severalliability for the obligations of the company with all its property is:

1. Society with additional liability.
2. Limited Liability Company.
3. Complete society.
4. Limited society.

47. A type of economic activity in which part of the participants is liable for debts with all their property, and part only within the framework of their contributions to the statutory fund:

1. Subsidiary.
2. Limited Liability Company.
3. Complete society.
4. Limited society.

48. What are management functions:

1. A set of continuous actions of various directions, necessary for the normal functioning and achievement of the goals of the organization.
2. Stages of the management process.
3. A set of objectively necessary and steadily recurring actions, united by the uniformity of content and target orientation.
4. A way of influencing performers in order to achieve a certain goal, under certain conditions.

49. In what order are the main (general) management functions implemented?

1. Organization, planning, control, motivation.
2. Planning, organization, control, motivation.
3. Planning, organization, motivation, control.
4. Organization, control, motivation, planning.

50. What management functions should be considered common?

1. Control and organization, stock management.
2. Supply and sales, provision and maintenance.
3. Planning, marketing, finance, personnel management.
4. Planning, organization, motivation and control.

51. The main general functions of management do not include:

1. Planning.
2. Lending.
3. Organization.
1. Control.

52. Who distributes the management functions in the organization?

1. Specialists.
2. middle managers.
3. Head of the organization.
4. Specialists and workers.

53. Who distributes functions in divisions of the organization?

1. Head of the enterprise.
2. Human Resources Department.
3. Economists.
4. Department head.

54. Management science considers managerial functions as:

1. activities that are independent of one another.
2. Applying the methods of scientific research to problems that arise in an organization.
3. A series of continuous interconnected actions of sustainable content.

4. Providing assistance to the employee in realizing their own capabilities regarding the performance of the assigned task.

55. What resulted in the functions of management?

1. As a result of the division of labor.
2. As a result of the division and specialization of labor.
3. As a result of labor cooperation.
4. As a result of the division and cooperation of labor.

56. The process of creating conditions that influence a person's behavior and allow him to be directed in the direction necessary for the organization, to interest a person in active conscientious work, refers to features:

1. coordination.
2. Organizations.
3. Planning.
4. Motivation.

57. What is meant by the term "planning function"?

1. Establishing goals and objectives for the development of control objects, determining ways to achieve them.
2. Establishment of goals and distribution of appropriate tasks among the personnel of the organization.
3. Determine how to complete tasks.
4. Determination of ways to achieve the goals of the organization.

58. What should be understood under the concept of "motivation function"?

1. The process of achieving the goals set for the administration.
2. Encourage yourself to be effective.
3. The process of motivating oneself and others to perform effectively and achieve goals.
4. A way of influencing the staff in order to achieve the goal.

59. When is current control carried out in the organization?

1. After completion of certain works.
2. Until the actual start of certain work.
3. During certain activities.
4. When it is convenient for the leader.

60. Methods of labor motivation do not include:

1. Rewards.
2. Conducting production meetings.
3. Staff development.
4. Providing conditions for self-expression.

61. Organizational planning is carried out:

1. Only at the highest level of management.
2. At the highest and middle levels of management.
3. At the middle level of management.
4. At all levels of management.

62. By using analysis of the external environment of the organization, its leaders are obliged to:

1. Study the strategy and tactics of your competitors.
2. Assess changes that hinder the achievement of the goal.
3. Study the changes that are taking place.
4. Investigate and evaluate changes that may help or hinder the achievement of the organization's objectives.

63. Where is the functional management structure predominantly applied?

1. In the management of organizations that produce a limited range of products in stable conditions.
2. In managing large organizations.
3. In the management of joint organizations.
4. In the management of medium and small organizations.

64. Where is the linear-functional management structure predominantly used?

1. In the management of medium-sized organizations.
2. In the management of small organizations.
3. In managing large organizations.
4. In managing large and small organizations.

65. Where are divisional management structures predominantly used?

1. In managing large organizations in stable, unchanging conditions.
2. In the management of general organizations.
3. In the management of small associations.
4. In the management of large multidisciplinary organizations with a large number of branches.

66. Where are matrix organizational structures of management mainly used?

1. In the management of multidisciplinary organizations with a large number of industries providing limited life cycle services.
2. In the management of general organizations.
3. In the management of medium-sized organizations.
4. In managing large organizations.

67. What is the advantage of matrix organizational structures of

management?

1. In research institutes and design bureaus in the conditions of program-targeted management.
2. High flexibility and innovation orientation.
3. Innovation orientation.
4. Orientation to the conquest of new markets for products.

68. Powers are:

1. The right to make independent decisions, give orders and a limited right to use the resources of the organization.
2. The right to manage the resources of the enterprise and manage subordinates.
3. The right to dispose and use the resources and property of the enterprise.
4. The right to make decisions regarding all resources of the organization and give orders to all employees.

69. What is called delegation?

1. The transfer of rights by managers to subordinates without transferring responsibility.
2. The transfer of responsibilities by managers to individual specialists.
3. The transfer of responsibility by managers to their subordinates.
4. The transfer of tasks by managers to persons who take responsibility for their implementation.

70. According to the productive structure, the specific head of the organization is delegated the authority to:

1. Managing a certain type of product.
2. By managing a specific subsection.
3. On the management of certain specialists.
4. To manage certain groups of employees.

71. What creates the delegation of linear authority in the organization?

1. production divisions.
2. Hierarchy of management levels.
3. Management links.
4. Control subsystems.

72. What organizational structure is most effective for organizations that have branches in different regions?

1. Functional.
2. Linear.
3. Mixed.
4. Divisional.

73. What managerial powers are custom-made, and not proactive character:

1. Linear.
2. Functional.
3. Recommendations.
4. Conciliation.

74. What powers are reduced to the adoption and issuance of binding decisions, the objects of which are employees directly subordinate to other managers:

1. Linear.
2. Functional.
3. Control and reporting.
4. Recommendations.

75. The main form of material incentives for the organization's personnel is:

1. Prizes.
2. Prizes and valuable gifts.
3. Valuable gifts and wages.
4. Wage.

76. What is the main motivation of work in Japanese corporations?

1. Receiving high financial rewards.
2. Harmonization between team work and capital.
3. Merit recognition.
4. Continuous staff development.

77. Why is it necessary to control the implementation of management decisions?

1. Because there are employees who are irresponsible in their duties.
2. To timely identify deviations in the implementation of decisions and take appropriate measures.
3. So that the performers are afraid and perform them well.
4. To ensure that performers complete tasks in a timely manner.

78. Methods of indirect influence on performers are:

1. organizational methods.
2. Order methods.
3. Legal methods.
4. Economic methods.

79. Who uses organization management methods?

1. Economists, merchandisers, engineers and technicians.
2. Line and functional managers.

3. Functional managers and specialists.
4. Line managers and specialists.

80. What should be understood as management methods?

1. Ways of influence of the control system on the controlled one with the aim performing certain tasks.
2. Ways to achieve the performance of management functions.
3. Ways to carry out management activities, with the help of which management functions are performed and implementation is ensured its goals and objectives.
4. Ways to achieve the goals and objectives of the organization.

81. What is socio-psychological methods of management?

1. A set of methods of influencing the behavior of labor collectives.
2. A set of methods of influencing the processes of formation of labor collectives, their development, behavior.
3. A set of actions that contribute to the development of all individual performers.
4. A set of methods for influencing the behavior and development of individual performers.

82. What is the relationship between principles and methods management?

1. With the help of methods, the requirements of the principles of management are implemented.
2. No relationship exists.
3. Management methods are implemented on the basis of principles.
4. This connection determines how the leaders of organizations should work.

83. What determines the effective use of management methods organization?

1. From knowing the position in which the control object is located.
2. From knowledge of management methods and the mechanism of their action.
3. From knowing the nature of problem situations.
4. From knowledge of the psychology of control objects.

84. What are the methods of management based on?

1. Based on the current laws of the country.
2. On the operation of the objective laws of social production.
3. Based on regulations adopted by the government.
4. Based on decisions approved by the team of the organization.

85. Methods that enable the manager to take unambiguous solutions belong to the group:

1. Organizational and administrative methods.
2. economic methods.
3. social methods.
4. psychological methods.

86. Economic methods of management do not include:

1. taxes and loans.
2. Commercial calculation and tariff setting.
3. Orders and directives.
4. Price regulation and excise duty.

87. Social-psychological methods do not include:

1. Social forecasting of personnel development.
2. Humanization of labor.
3. social rationing.
4. Commercial calculation.

88. Organizational and administrative methods do not include:

1. Charters and regulations.
2. Price regulation and excise duty.
3. Schedules, orders and directives.
4. Decrees and additions.

89. To make an informed decision, a manager needs to have:

1. Reliable information and good intuition.
2. Full information and good intuition.
3. Complete and reliable information and relevant education.
4. Complete, reliable, and systematic information.

90. In what forms are decisions generally taken at the organizational level?

1. Decrees and orders, orders and reports.
2. Decrees, orders, instructions, instructions and resolutions.
3. Resolutions and orders, commands and orders, instructions and proposals.
4. Orders.

91. What is the optimization of management decisions?

1. The choice of option that will allow you to complete the tasks.
2. Choosing the most efficient option from the available alternatives.
3. Choosing the option that will provide the planned profit.
4. The choice of options that will ensure the growth of production volumes.

92. What is communication?

1. Sharing information between multiple departments.
2. Exchange of information between managers and their subordinates.
3. Exchange of any information.
4. The exchange of information between two or more people.

93. What should be understood by the communication process?

1. The exchange of information between two people to perform production tasks.
2. Exchange of information between the leader and his subordinates.
3. Exchange of information between leaders.
4. The process of exchanging information between two or more people in order to resolve certain problems.

94. Power is:

4. The ability to protect oneself from external influences.
5. The ability to influence the behavior of others to achieve organizational goals.
6. The ability to intervene in any process.
7. The ability to monitor and interfere in the private lives of subordinates.

95. Douglas McGregor called the authoritarian leadership clause:

1. "Theory Y".
2. The approach of positions of one's own qualities.
3. "Theory X".
4. "Theory Z".

96. The Liberal Leadership Clause was titled:

1. "Theory Z".
2. The approach of positions of one's own qualities.
3. "Theory X".
4. "Theory Y".

97. What are professional managers called in countries with high developed market economy (Western Europe, USA, Japan, etc.)?

1. Leaders.
2. Bosses.
3. Managers.
4. Chiefs.

98. What basic business qualities should a manager have in the first place?

1. High level of professional knowledge, practical experience, as well as organizational skills.
2. High level of professional knowledge and material orientation.
3. High organizational skills and a high level of social orientation.
4. High business qualities.

99. What should be understood as the effectiveness of the organization's management?

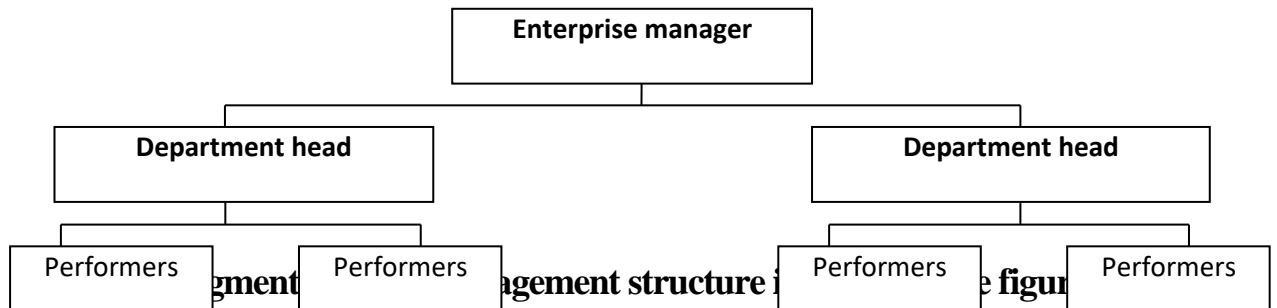
1. Fulfillment of the main economic tasks.
2. Achievement of a certain amount of profit.

3. Achievement of planned results.
4. The conquest of new markets for goods, services, works.

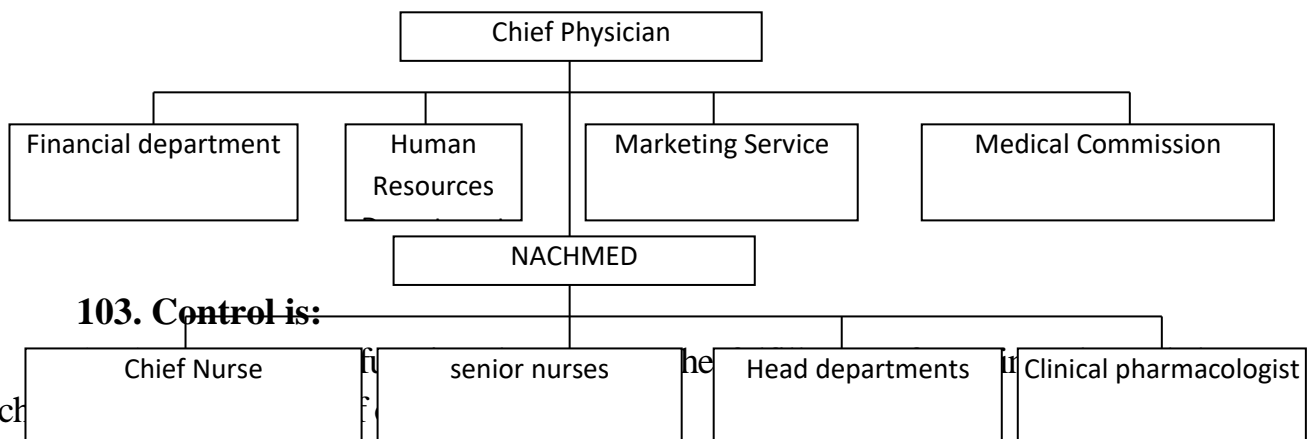
100. Which of the following management structures does not apply to bureaucratic structures?

1. Divisional.
2. Matrix.
3. Linear.
4. Functional.

101. What management structure is shown in the figure:



1. Linear.
2. Linear-functional.
3. Functional.
4. Divisional.



103. Control is:

2. A management function that allows you to identify deviations from the normal operation of an object.
3. A management function that involves monitoring the work of the organization's personnel in order to harmonize it.
4. A management function that involves monitoring the performance of assigned tasks and goals by the staff.

104. Organizational and administrative methods of management:

1. Provides an opportunity to properly organize the activities and manage the resources of the organization
2. Help the manager of the organization to draw up orders and orders
3. They are used to streamline control functions and suggest an unambiguous solution to a specific situation.
4. They give the opportunity to choose a course of action and prescribe how to organize activities in such a situation and what orders to draw up.

105. The set of principles, methods and means of production management in order to increase production efficiency and increase profits is:

1. Control.
2. Management.
3. School of Management.
4. Scientific direction of management.

106. The combination of state management methods with control over activities in the field of production and construction and stimulation of labor through wages is the stage:

1. "Religious-commercial".
2. "secular-administrative" management.
3. "Production and construction" revolution.
4. "Business Administration".

107. Doing business with standards established through systematic observation, experimentation, and logical reasoning:

1. rational bureaucracy.
2. Functional (classical) management.
3. Scientific management.
4. The Behavioral School Approach

Healthcare Marketing Tests

1. Prices are set for paid medical services in state healthcare institutions

a) contractual

b) tariff

c) free

d) budget

2. Prices are set for paid medical services in the system of voluntary

medical insurance

a) contractual

b) tariff

c) free

d) budget

3. Prices are set for paid medical services in private medical institutions

a) contractual

b) tariff

c) free

d) budget

4. The main components of the price of medical services is

a) cost

b) cost and profit

c) profit

5. Marketing in the compulsory health insurance system is

a) to commercial

b) to a non-profit

6. Marketing in the system of private medical organizations applies

a) to commercial

b) to a non-profit

7. The definition of "human perceived lack of something" characterizes the element of marketing

a) need

b) market

c) need

d) exchange

e) demand

f) deal

g) motive

h) goods

8. The definition of "need backed by purchasing power" characterizes the element of marketing

a) need

b) market

c) need

d) exchange

e) demand

f) deal

g) motive

h) goods

9. The definition of "an urgent need that makes you look for a way to meet it" characterizes the element of marketing

a) need

b) market

- c) need
- d) exchange
- e) demand
- f) deal
- g) motive**
- h) goods

10. The definition of "perceived need" characterizes the element of marketing

- a) need
- b) market
- c) need**
- d) exchange
- e) demand
- f) deal
- g) motive
- h) goods

11. The way the needs are met matches the marketing.

- a) self-sufficiency
- b) begging
- in trade for**
- d) weaning

TASKS FOR INDEPENDENT WORK

Task #1

In the clinic, there was a need to urgently obtain dressings. At the moment, it is not possible to pay the invoice for payment of the dressing material due to the difficult financial situation of the institution during this period.

How to convince the company to bring the goods before paying for its cost?

What is the legal option for receiving goods?

Task #2

Medicalthe organization operates in a market environment. The situation in the dental services market is constantly changing. New competitors enter the market. Dental service providers offer new and improved technologies and materials. In such conditions, the tastes and preferences of consumers are also changing. This requires a systematic analysis of the macro environment (external environment) of the medical institution.

What factors should be taken into account by management when analyzing the situation of the external environment using the STEP method?

Task #3

In a situation where there is a negative demand for a certain type of medical services, what should be done by the management of the institution to overcome this situation:

- 1) inform the consumer about the quality of the medical service;
- 2) improve the quality of medical services;
- 3) present goods to new market segments;
- 4) inform the consumer about the benefits of using this medical service;
- 5) raise the salaries of medical personnel.

Task #4

In a situation where the management of the organization is faced with the task of increasing the value market capacity specific medical service, which type of demand creates a reserve for this by improving the quality of the medical service provided:

- 1) hidden demand;
- 2) negative demand;
- 3) stable demand;
- 4) elastic demand;
- 5) inelastic demand.

Task number 5

What marketing concept should be used when the demand for a certain product exceeds the supply of this product?

- 1) The concept of social and ethical marketing;
- 2) concept of marketing;
- 3) the concept of improving the medical service;
- 4) the concept of improving production;
- 5) the concept of intensifying commercial efforts.

Task number 6

Two competing medical organizations operate in the medical services market, using marketing technologies. The first one focuses on the implementation of medical and diagnostic services to the population, taking into account all the needs and requirements for medical care. The second one focuses on preventive measures, also meeting the needs and needs of the population in health.

Indicate what marketing management concepts each medical institution pursues and their differences?

Task number 7

In order to work effectively with its patients, a private medical institution divided them into small groups according to two principles:

By sex (men and women) and by income level (high and low). For each of the resulting 4 groups, the marketing department has developed its own set of medical services, pricing method and way of promotion.

What marketing mechanism did the medical institution use? Define this process and describe its main steps.

Task number 8

The medical institution decided to provide paid medical services to the population. As a result of marketing research, the need of the population for dental care was identified. Given the lack of competitors in the area, it was decided to set high prices for the services offered.

What information is missing for a complete analysis of the situation and effective pricing?

Task number 9

A private practitioner has been providing the same medical service to his patients for two years now. After a year of intensive growth in the volume of services provided, some constancy was established, and then within 6 months a gradual decrease in sales began to be observed. All ongoing activities, including an advertising campaign aimed at all target patients, led to a further increase in costs and a decrease in profits.

Identify the causes of the situation and suggest ways to solve them.

Task number 10

A medical institution provides a certain list of paid medical services. There were no special marketing events for work with personnel. The volume of paid medical services is at an extremely low level.

What measures should be taken in the institution to increase the volume of services provided?

Task number 11

You work as a manager in a self-supporting clinic. In recent months, there has been a decrease in profit from core activities. An analysis of the current situation showed that a new polyclinic has opened in your service area with a wider range of medical services at lower prices.

Your actions.

Task number 12

You conduct market research when creating a new paid medical service.

Propose a marketing research plan.

Task number 13

You conduct market research when creating a clinic family planning.

Suggest a method for segmenting the market in these studies.

Task number 14

You are assessing the competitiveness of a medical service.

Describe the sequence of your actions in assessing competitiveness by the method of expert assessments.

Task number 15

In the clinic, there was a need to urgently obtain dressings. At the moment, it is not possible to pay the invoice for payment of the dressing material due to the difficult financial situation of the institution during this period.

How to convince the company to bring the goods before paying for its cost?

Is this option legally possible?

Test Evaluation Criteria

Evaluation is carried out in an e-learning session on a 100-point scale.

The test includes 100 tasks, the maximum score for the test is 100.

Within the framework of the current level of assimilation of knowledge in the discipline, a test result of at least 61 points is allowed.